

CEHR-ZE

7 August 1998

MEMORANDUM FOR Commanders/Directors, Major Subordinate
Commands, Laboratories and Separate
Field Operating Activities, and
Directors and Office Chiefs, HQUSACE

SUBJECT: Amendment of Recruitment and Selection Policy
for GS-15 and Supervisory GS-14 Positions

1. On 28 March 1997, I implemented an important new corporate selection policy requiring senior leader involvement at every stage of the process. Now that we have worked with the policy for over a year, we are amending the policy to permit division commanders to serve as the panel chair for all GS-15 level positions within their command. The USACE Deputy Chiefs of Staff will continue to serve as the panel chair for all other GS-15 positions. These panel chair responsibilities may not be further delegated. The panel composition and selecting official remain the same.
2. Enclosure 1 is the amended policy, which incorporates the supplemental guidance issued on 18 July 1997, and the requirement to use the Gallup Leadership Competency Interview process, issued on 28 May 1998. Enclosure 2 is a matrix reflecting the responsible officials at each step.
3. Thank you for your full support of this policy. We have made some excellent selections during the past year, and I am confident that we will continue to build a leadership team which fully reflects our corporate strategy of a talented, productive and diverse workforce.

/SIGNED/

2 Encls

JOE N. BALLARD
Lieutenant General, USA
Commanding

RECRUITMENT AND SELECTION POLICY FOR ALL USACE
GS-15 AND SUPERVISORY GS-14 POSITIONS
AMENDED 08-98

Commanders will be personally involved in determining a recruitment strategy for all GS-15 positions which will ensure a diverse candidate pool. Selection panels will be convened for all GS-15 positions. Division commanders will chair the selection panel for all GS-15 positions at the *division*, district and field levels. The USACE *Deputy Chiefs of Staff* will chair the selection panel for all GS-15 positions at the headquarters and other field activities, including labs. The chair will approve in writing the screening criteria to be used by the selection panel, and designate a minimum of three panel members to include the chair, the supervisor of the position, and an SES from HQUSACE. *The Gallup Leadership Competency Interview process will be used.* The selection panel will participate in making a recommendation to the DCG. The DCG will make the selection. (See matrix attached.)

Division commanders will establish a similar recruitment and selection policy for supervisory GS-14 level positions and serve as selecting official. *(Consideration should be given to including supervisory GS-13 selections also.)*

Vacant GS-15 level positions will be competitively filled using the following process. *Exceptions are in paragraph 7.* All other exceptions must be approved by the CG/DCG:

1. Each USACE activity with a GS-15 vacancy will determine what outreach efforts are required to ensure well qualified minority and women candidates are in the applicant pool. This must include the personal involvement of the commander with the vacancy. For positions covered by the Army Civilian Career Evaluation System (ACCES), activities must assist applicants in getting registered in the appropriate central referral inventory. For CP18 positions, activities will forward the applications of non-Army status applicants to CEHR-C, in accordance with AR 690-950, Chapter 11. *(This will require considerable "up front" planning to fill these vacancies.)*

2. The commander will approve in writing all criteria selected. For positions filled using merit promotion, the commander will serve on the ad hoc panel to develop the best qualified candidates.

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3. Upon receipt of the referral list the activity will coordinate with the appropriate chair to convene a selection panel to review the qualifications of the candidates. The panel will be comprised of knowledgeable individuals at or above the grade level of the vacancy and will include minimally the chair, the supervisor of the position, and an SES member from HQUSACE. HR and EEO advisors should be available for assistance with the process. (Note, some career programs require functional chief involvement in key selections. AR requirements must be met.)

4. The selection panel will make a recommendation to the DCG, who will make the final selection. The recommendation should include documentation on the criteria used by the panel, comparison of the candidates and the rationale for its recommendation.

5. The DCG will notify the appropriate chair of the selectee. The chair will document that selection and return the referral list to the activity for further processing.

6. The activity is responsible for notifying candidates of the final selection, maintaining the recruitment files and ensuring that the process includes the CPAC/CPOC representatives at each appropriate step. This policy does not supersede any Army requirement and care should be taken to meet those requirements.

7. *EXCEPTIONS:*

a. Activity commanders and directors can approve noncompetitive fill NTE 60 days without DCG/CG approval.

b. Panel chairs can approve exceptions to the corporate recruitment process to fill positions NTE 6 months. Panel chairs must ensure that the area of consideration is broad enough to provide reasonable competition. Panel chair can finalize the selection. Anything over 6 months must use the corporate selection process.

c. Candidates who competed and were selected to formal developmental programs can be given assignments to these positions consistent with their approved Individual Development Programs.

d. Individuals may be placed in lieu of reduction in force.

**DESIGNATION OF RESPONSIBLE OFFICIALS FOR RECRUITMENT AND SELECTION
OF USACE GS-15 AND SUPERVISORY GS-14 POSITIONS**

Position	Determine Recruitment Strategy	Sit on Ad Hoc Panel (Merit Promotion)	Chair Selection Panel	Selecting Official
Supv GS-14 in HQUSACE CEMP	Division Chiefs	Division Chiefs Designate GS-14 or above	Division Chiefs	D/MP
Supv GS-14 in CPW,HNC TAC	Cdr/ Director	Cdr/Director designate GS-14 or above	Commander/ Director	D/MP
Supv GS-14 in HQUSACE CECW	Division Chiefs	Division Chiefs Designate GS-14 or above	Division Chiefs	D/CW
Supv GS-14 in WRC	Director	Director Designates GS-14 or above	Director	D/CW
Supv GS-14 in HQUSACE CERD	Assistant Director	Assistant Director Designates GS-14 or Above	Assistant Director	D/R&D
Supv GS-14 in Labs	Lab Chiefs	Lab Director Designates GS-14 or Above	Lab Chiefs	D/R&D
Supv GS-14 All Other HQ (incl HECSA)	Dir/Separate Office Chiefs	Dir/Sep Off Chief Designates GS-14 or Above	Dir/ Separate Office Chiefs	CECS
Supv GS-14 Div/ Dists	Division Cdr sets Policy	Division Cdr sets Policy	Division Cdr sets Policy	Division Cdr
GS-15 All HQ	D/CW,D/MP, D/RD; OTHER Dir/Sep Office Chf	D/CW,D/MP D/RD; OTHER Dir/Sep Office Chf	<i>Deputy Chief of Staff for Operations or Support¹</i>	DCG
GS-15 HNC, TAC,CPW, LABS,HECSA	Cdr/ Director	Cdr/Director	<i>Deputy Chief of Staff for Operations or Support¹</i>	DCG
<i>GS-15 Divisions and Districts</i>	Commander	Commander	<i>Division Commander</i>	DCG

EXCEPTIONS TO GS-15 POSITIONS:

- a. Activity Commanders and Directors can approve noncompetitive fill NTE 60 days.
- b. **Panel Chairs** can approve exceptions to the corporate recruitment process to fill positions NTE 6 months. **Panel chairs** ensure area of consideration is broad enough to provide reasonable competition. Panel chair finalizes selection. Anything over 6 months must use corporate selection process.
- c. *Candidates in formal developmental programs may be given assignments consistent with their IDPs.*
- d. Individuals may be placed in lieu of reduction in force.

NOTE: Chief of Staff has delegated responsibility to Chair Panels to the appropriate Deputy Chief of Staff, depending upon functional area of responsibility. (Memo dated 21 May 1998)

¹ **CECS-O** is responsible for Civil Works, Military Programs, Counsel, Real Estate, R&D, Procurement, Small Business, Military Personnel. **CECS-S** is responsible for Resource Management, Human Resources, Information Management, HECSA, and other administrative positions.